

Research on the Strategies for Improving Employment Performance of College Students in the Post-epidemic Era: A Case Study of Hebei Province, China

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Abstract: In the post-epidemic era, how to solve the employment problem of graduates as the main body of employment and improve their employment performance has become an extremely important part of solving the problem of employment and livelihood. Based on this, this paper takes Hebei Province of China as an example to explore the impact of employability and job-hunting behavior of college graduates on their employment performance. First of all, through the construction of two comprehensive evaluation dimensions of employability model and job-hunting behavior, the overall evaluation and investigation of the comprehensive quality of job hunting of 586 college graduates in Hebei Province were carried out to obtain the research data of this paper. Then, factor analysis is used to determine the important influencing factors, and SPSS statistical analysis software is used to conduct regression analysis on the sample data. Finally, the following conclusions are drawn: (1) there is no significant correlation between employability and job-hunting behavior; (2) Employability is positively correlated with employment performance, which includes employment efficiency and overall satisfaction; (3) Job-hunting behavior will affect employment performance, have a positive impact on the overall satisfaction of employment, and have a reverse impact on job-hunting efficiency. Finally, this paper analyzes how to improve college students' employability and job-hunting behavior from the four aspects of government, universities, enterprises and fresh graduates, explores ways to improve employment performance, and puts forward corresponding countermeasures and suggestions.

1. Introduction

The COVID-19 pandemic has had a serious negative impact on the economy and people's lives in China and around the world. At present, China and abroad have entered the post-epidemic stage. Compared with the immediate threat to human life in the early stage of the epidemic, the post-epidemic era will have a significant and lasting impact on college students' employment [1]. Even if the epidemic is controlled, the recovery of the global economy will take a long time, and the negative impact of the epidemic on the employment of college students will continue, which makes the already severe situation of college students' employment even more severe [2-3].

At present, many scholars at home and abroad have conducted in-depth studies on the relationship between college students' employability and employment performance, college students' job-hunting behavior, and the impact of the epidemic on college students' employment [4]. First of all, existing studies have continuously expanded the dimension of the concept of employability and enriched the employability evaluation system [5]. At the same time, the evaluation system of job-hunting behavior is also expanded to make the related concepts closer to the market and in line with reality [6]. In the evaluation of employment performance, performance is no longer simply limited to the final result of employment, and the overall efficiency of job hunting is also included in the evaluation to make the evaluation more accurate and scientific [7-8]. Secondly, scholars have enriched the research on the relationship between the three by different methods [9-10]. However, the existing research has the following problems. First, the definition of relevant concepts of college students' job-hunting behavior, employability and employment performance is not completely clear [11]. Due to the differences of research objects and regions, there are some differences in the actual use of these concepts. Therefore, the relevant concepts should be adjusted appropriately and timely in the actual research. Second, the relationship between employability, job-hunting behavior and employment performance is still controversial. Different scholars have different answers to the relationship between the three, so the research on specific objects in specific periods is more practical significance [12]. Due to the impact of the epidemic, the employment pressure of fresh graduates is increasing. Therefore, under such circumstances, the positive degree of graduates' employment behavior and their own ability will have a significant difference on the final employment efficiency and results. Based on this, this paper takes Hebei Province of China as an example to explore the impact of employability and job-hunting behavior of fresh college graduates on their employment performance based on the background of the post-epidemic era.

2. Research Hypothesis and Design

2.1. Research Hypothesis

This paper proposes the following hypotheses for the relationship between employability and job-hunting behavior, job-hunting behavior and employment performance, and employability and employment performance:

H1: Employability has a positive effect on job-hunting behavior.

H2: Job-hunting behavior has a positive effect on employment performance.

H3: Employability has a positive effect on employment performance.

2.2. Research Methods

The quantitative analysis methods used in this paper include factor analysis and regression analysis. Among them, factor analysis is used to analyze the collected data and identify the

important influencing factors. Regression analysis is used to determine the reasonable relationship between employability, job-hunting behavior and employment performance.

2.3. Questionnaire Design

The questionnaire was carried out in an anonymous manner. The contents of the questionnaire mainly included three parts. The first part was the basic information of the investigators, including gender and education level. The second part is the employability survey, which is based on the USEM (Understanding, skills, effectiveness, metacognition) model involved in the 4 dimensions of competence survey. The third part is the survey of job-hunting behavior, which measures the degree of job-hunting behavior of graduates from the aspects of job-hunting information, resume preparation, interview preparation and job-hunting frequency. The fourth part is the investigation of employment performance, including the efficiency of job-hunting process and the satisfaction of job-hunting results. The scale was measured using five-point Likert scale, and 1-5 points were recorded according to different levels to form the final questionnaire.

2.4. Data Collection

In order to make the research data universal, questionnaire samples were collected from most colleges and universities in Hebei Province, China. A total of 586 samples were collected through online survey through Questionnaire Star (www.wjx.cn). The data collection time was from June 2022 to December 2022, for a period of 6 months.

3. Data Analysis

3.1. Descriptive Statistics

Through questionnaire survey, the basic information of the samples obtained after sorting is shown in Table 1. Among the respondents, 72.63% spent more time on job hunting, 68.14% spent more time on job hunting, and 78.13% thought job hunting was difficult. In other words, job-hunting efficiency is relatively not high, while in terms of career satisfaction, salary, development space, working environment and matching degree with interest account for 36.28%, 38.13%, 31.29% and 36.62% of the whole, respectively. The quality of employment is not high, which is also related to the impact of the epidemic. The recruitment demand of enterprises is weak, so the fresh graduates are greatly affected, the employment efficiency is reduced, and the employment quality is overall decreased.

Table 1: Basic information on employment

Dimensionality	Question	Option	Proportion
Employment efficiency	Time spent searching for a job	Less	27.37%
		More	72.63%
	Money spent on job hunting	Less	31.86%
		More	68.14%
	How easy it is to find a job	Easy	21.87%
		Hard	78.13%
Employment satisfaction	Whether you are satisfied with your employment salary	Satisfied	36.28%
		Unsatisfied	63.72%
	Whether you are satisfied with the	Satisfied	38.13%

	employment development space	Unsatisfied	61.87%
	Whether you are satisfied with the work environment	Satisfied	31.29%
		Unsatisfied	68.71%
	How well your employment fits your interests	Satisfied	36.62%
		Unsatisfied	63.38%

3.2. Reliability and Validity Analysis

SPSS software was used to analyze the reliability and validity of the questionnaire, and the results were shown in Table 2 and Table 3. It can be seen that Cronbach's Alpha index is 0.925, greater than 0.7, indicating high reliability. The KMO value is 0.958 and the significance is 0.000, indicating high validity and suitable for factor analysis.

Table 2: Reliability analysis results

Cronbach's Alpha	Cronbach's Alpha based on standardized terms	Number of terms
0.925	0.917	38

Table 3: Validity analysis results

KMO value		0.958
Bartlett sphericity test	Approximate chi-square	51263.724
	Degree of freedom	702
	Significance	0.000

3.3. Factor Analysis

Factor analysis was carried out on 38 items in the questionnaire design. Part of the results were shown in Table 4. A total of 6 factors were extracted according to the cumulative total variance.

Table 4: Factor analysis total variance interpretation results

Ingredient	Initial eigenvalue			Extract the sum of squared loads			Rotating load sum of squares		
	Total	Percent variance	Accumulation /%	Total	Percent variance	Accumulation /%	Total	Percent variance	Accumulation /%
1	16.285	42.618	42.618	16.285	42.618	42.618	8.712	19.985	19.985
2	5.124	12.955	55.573	5.124	12.955	55.573	7.102	16.292	36.277
3	3.128	7.909	63.482	3.128	7.909	63.482	6.237	14.308	50.585
4	2.073	5.241	68.723	2.073	5.241	68.723	5.263	12.011	62.596
5	1.882	4.758	73.481	1.882	4.758	73.481	4.212	9.661	72.257
6	1.308	3.307	76.788	1.308	3.307	76.788	1.977	4.531	76.788

The six factors extracted by factor analysis are 1-7, 8-17, 18-25, 26-31, 32-34, 35-38. Combined with the USEM model, it can be seen that the articles on self-efficacy are assigned to the skill dimension and the metacognitive dimension, because self-efficacy is expressed through skills and metacognition about self. Therefore, this paper will follow the results of factor analysis and carry out follow-up analysis from three dimensions: discipline understanding, skills and metacognition. In

addition, 26-31 is the description of job-hunting behavior, 32-34 is the efficiency performance, and 35-28 is the result performance.

3.4. Factor Analysis

According to the previous hypothesis, employability is divided into three aspects: discipline understanding (U), skills (S) and metacognition (M), and employment performance is divided into two aspects: performance dimension and efficiency dimension.

H11: Discipline understanding in employability has a positive effect on job-hunting behavior.

H12: Skills in employability have a positive effect on job-hunting behavior.

H13: Metacognition in employability has a positive effect on job-hunting behavior.

H21: job-hunting behavior has a positive effect on the overall satisfaction of employment performance;

H22: job-hunting behavior has a negative effect on employment performance efficiency;

H31: Discipline understanding in employability has a positive effect on employment performance;

H32: Employability skills have a positive effect on employment performance;

H33: Metacognition in employability has a positive effect on employment performance.

(1) Regression analysis of employability and job-hunting behavior

Taking job-hunting behavior as the dependent variable and employability as the independent variable, regression analysis was conducted, and the results were shown in Table 5. It can be found that the discipline understanding, skills and metacognition of employability do not pass the significance test, indicating that there is no significant causal relationship between employability and job-hunting behavior. It can be seen that after the impact of the epidemic, the employment initiative of graduates is weakened due to the downward pressure of social economy. Even if the employability of students is high, they may have a waiting or wait-and-see attitude on employment choice because of the poor expectation of employment prospects, which cannot significantly affect the job-hunting behavior of students.

Table 5: Results of regression analysis of employability and job-hunting behavior

Unnormalized coefficient		Standardization coefficient		<i>t</i>	Significance
-	B	Standard error	Beta	-	-
Constant	2.47E-16	0.019	-	0	1.000
U	0	0.019	0	0	1.000
S	0	0.019	0	0	1.000
M	0	0.019	0	0	1.000

(2) Regression analysis of employability and overall satisfaction with employment performance

With the overall satisfaction of employment performance as the dependent variable and employability as the independent variable, regression analysis was carried out, and the results were shown in Table 6. It can be found that the discipline understanding, skills and metacognition of employability have all passed the significance test, indicating that the three aspects of graduates' discipline understanding, skills and metacognition have a positive effect on the performance dimension of employment performance, so employability also has a positive effect on the final satisfaction of employment performance.

Table 6: Results of regression analysis of employability and overall satisfaction with employment performance

Unnormalized coefficient		Standardization coefficient		<i>t</i>	Significance
-	B	Standard error	Beta	-	-
Constant	4.217	0.021	-	172.381	0.000
U	0.137	0.021	0.132	5.212	0.000
S	0.169	0.021	0.153	6.921	0.000
M	0.182	0.021	0.179	8.213	0.000

(3) Regression analysis of employability and employment performance efficiency

Taking employment performance efficiency as the dependent variable and employability as the independent variable, regression analysis was conducted, and the results were shown in Table 7. It can be found that discipline understanding, skills and metacognition in employability have all passed the significance test, indicating that the three aspects of graduates' discipline understanding, skills and metacognition have a positive effect on the efficiency dimension of employment performance, so employability has a positive effect on employment efficiency in employment performance.

Table 7: Regression analysis results of employability and employment performance efficiency

Unnormalized coefficient		Standardization coefficient		<i>t</i>	Significance
-	B	Standard error	Beta	-	-
Constant	2.123	0.07	-	391.239	0.000
U	0.065	0.007	0.210	5.109	0.000
S	0.031	0.007	0.107	3.421	0.031
M	0.042	0.007	0.128	4.297	0.008

(4) Regression analysis of job-hunting behavior and employment performance

Taking employment performance as the dependent variable and job-hunting behavior as the independent variable, regression analysis was conducted, and the results were shown in Table 8. It can be found that job-hunting behavior passes the significance test, and the coefficient is negative, indicating that job-hunting behavior has a negative effect on the efficiency of employment performance.

Table 8: Results of regression analysis of job-hunting behavior and employment performance

Unnormalized coefficient		Standardization coefficient		<i>t</i>	Significance
-	B	Standard error	Beta	-	-
Constant	2.123	0.07	-	391.239	0.000
Job-hunting behavior	0.065	0.007	0.210	5.109	0.000

4. Results Analysis

Through the previous empirical research on the three aspects of employability, namely, discipline understanding, skills and metacognition, and two aspects of employment performance, namely efficiency dimension and performance dimension, and job-hunting behavior, it is concluded that employability and job-hunting behavior have no significant effect, while employability and job-

hunting behavior have a positive effect on employment performance. Therefore, the verification results H2 and H3 are valid, and hypothesis H1 is not valid. Specifically:

(1) There is no significant effect between employability and job-hunting behavior. The stronger the employability of graduates, the more active they are in the job-hunting process. These students with strong employability are not necessarily more active in the job-hunting process, including the use of job-hunting resources, the frequency and intensity of job-hunting behavior, the degree of job-hunting effort, etc., while those with weak job-hunting ability may be more likely to encounter setbacks in the job-hunting process for fresh graduates with low self-evaluation. But it may be more proactive based on the reason that the initial evaluation of self is low.

(2) Employability has a positive effect on employment performance. Employability, as a decisive factor in the employment process of individual college students, has a direct impact on the final result of employment, while employment performance, as an effective outcome variable to measure the acquisition of employment opportunities, employment process and long-term career development, is divided into "performance" and "efficiency" in this paper, which includes the overall difficulty of employment, time and other costs, namely efficiency. And the result satisfaction of employment, including salary level, development space, working environment and so on. The research in this paper shows that the employability of graduates has a direct positive effect on employment performance, which is in line with reality. No matter what kind of employers, they will select candidates by measuring their employability in all aspects, and finally decide to hire them, while job seekers will also choose jobs through self-evaluation. Therefore, the conclusion is drawn that employability has a positive effect on employment performance.

(3) There is a positive effect between job-hunting behavior and employment performance. The employment behavior of fresh graduates is mainly reflected in the following aspects: firstly, the screening and sorting of employment information improved by the college, the Internet and other social relations around them in the preparation stage of job hunting. Secondly, the self-image management and resume preparation in the delivery stage. Thirdly, in the preparation stage for the interview, the preparation for the interview. Of course, these behaviors are repeated until the employment is completed or the employment is abandoned and another path is taken. Otherwise, it also includes the initiative, enthusiasm and seriousness of job seekers in these stages. The job-hunting behaviors highlighted in this paper are exactly the intensity and overall frequency of job seekers in these stages. As a result, these behaviors will increase the final job hunting performance of job seekers. It also includes the processing and use of suitable job-hunting information for efficient job-hunting. The difference in job-hunting behavior of the same job-seekers will definitely lead to the difference in employment performance.

5. Countermeasures and Suggestions to Improve Employment Performance

According to the above empirical research, both job-hunting behavior and employability have positive effects on employment performance. Therefore, the government, colleges, enterprises and students themselves, as important factors affecting college students' job-hunting behavior, employability and employment performance, should work together to solve the employment problem of college students.

5.1. Government Level

First, the government should play a better role as a policy maker. Make full use of the efficiency of policy supply, improve the desire of fresh graduates to find jobs, encourage fresh graduates to actively find jobs, mobilize the enthusiasm of job hunting, and enhance the overall intensity of job hunting behavior to reduce the employment pressure under the current environment, so as to

promote the solution of employment problems and improve the employment performance of fresh graduates [13]. In addition, the government should play a better role in the management of colleges and enterprises. Through the efficient docking of the government, it provides more accessible guidance for college-enterprise cooperation and more convenient approval procedures, and provides better services for the cooperation between the two.

5.2. College Level

First of all, colleges should enhance students' employability and improve the quality education system. Secondly, colleges should strengthen the intensity of students' job-hunting behavior and create a campus simulation workplace. Thirdly, the colleges should cooperate with enterprises to carry out orders, teach students according to their aptitude and train them according to their posts. Finally, colleges should improve the professional quality of teachers and do a good job of guiding passers-by.

5.3. Enterprise Level

First of all, the enterprise should actively cooperate with the college to jointly train the corresponding talents needed by the unit. This not only reduces the training cost of the enterprise itself, but also increases the employment rate of college graduates. Through the joint training with the college, the technological innovation of the enterprise can generate a steady stream of power, and achieve a win-win situation for the college and enterprise [14]. In addition, innovation is carried out on the basis of traditional internship methods, combining students' theoretical courses with the practical content of enterprises, and even allowing students to directly enter enterprises for training as future employees, and comprehensively testing students' employability by combining enterprise performance assessment and theoretical credits on campus.

5.4. Student Level

First of all, students should recognize themselves, reasonably evaluate their abilities and qualities, and find jobs that can show their abilities according to reasonable self-positioning. At the same time, students also need to make a reasonable career planning for their future as soon as possible [15]. In addition, students should also improve their employability, if they choose to enter the workplace after graduation, they should not miss all the opportunities to exercise themselves, and actively participate in internships to improve their practical ability in work. At the same time, they should also take into account the study and application of professional knowledge, so as to apply what they have learned. Graduates who finally enter the society should also have stronger self-management ability to adapt to the new working environment as soon as possible.

6. Conclusions

This paper takes Hebei Province of China as an example to explore the impact of employability and job-hunting behavior of college graduates on their employment performance. First of all, through the construction of two comprehensive evaluation dimensions of employability model and job-hunting behavior, the overall evaluation and investigation of the comprehensive quality of job hunting of 586 college graduates in Hebei Province were carried out to obtain the research data of this paper. Then, factor analysis is used to determine the important influencing factors, and SPSS statistical analysis software is used to conduct regression analysis on the sample data. Finally, the following conclusions are drawn: (1) there is no significant correlation between employability and

job-hunting behavior; (2) Employability is positively correlated with employment performance, which includes employment efficiency and overall satisfaction; (3) Job-hunting behavior will affect employment performance, have a positive impact on the overall satisfaction of employment, and have a reverse impact on job-hunting efficiency. Finally, this paper analyzes how to improve college students' employability and job-hunting behavior from the four aspects of government, universities, enterprises and fresh graduates, explores ways to improve employment performance, and puts forward corresponding countermeasures and suggestions.

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Data Availability

Data sharing is not applicable to this article as no new data were created or analysed in this study.

Conflict of Interest

The author states that this article has no conflict of interest.

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